



**United Nations Institute for Training and Research**

---

**Board of Trustees  
Forty-first session  
Geneva, 29 April - 1 May 2003**

**CONCLUSIONS AND RECOMMENDATIONS OF  
THE FORTY-FIRST SESSION OF THE BOARD OF TRUSTEES**

1. The Board of Trustees of the United Nations Institute for Training and Research (UNITAR) held its forty-first session in Geneva from 29 April to 1 May 2003.
2. The following Board members attended the session or were represented:
  - Ms. Agnes Y. AGGREY-ORLEANS ..... (Ghana)
  - Mr. Munir AKRAM ..... (Pakistan)  
Alternate: Mr. Farrukh IQBAL KHAN
  - Mr. Gustavo ALBIN.....(Mexico)  
Represented by: Ms. Socorro ROVIROSA
  - Ms. Rasha AL-SABAH ..... (Kuwait)  
Alternate: Mrs. Salwa AL-MUTAIRI
  - Ms. Celina Maria ASSUMPÇÃO DO VALLE PEREIRA ..... (Brazil)
  - Mr. Jean-Marc BOULGARIS ..... (Switzerland)  
Alternate: Ms. Gabriela NÜTZI
  - Mr. Bernard FAUTRIER.....(Monaco)  
Alternate: Mr. Jean-Philippe BERTANI

- Ms. Naéla GABR MOHAMED GABR ALI..... (Egypt)
- Dr. David HAMBURG..... (United States of America)
- Mr. Omar HILALE..... (Morocco)  
Alternate: Mr. Azzeddine FARHANE
- Mr. Yuji IKEDA.....(Japan)  
Alternate: Mr. Shigeki KOYAMA
- Mr. Bernard KESSEDJIAN (Vice-Chairman) .....(France)  
Alternate: Mr. Thierry BERTHELOT
- Mr. Milos KUZVART ..... (Czech Republic)
- Chief Arthur C.I. MBANEFO (Chairman).....(Nigeria)  
Alternate: Mr. T. A. SULEIMAN
- Mr. George NENE..... (South Africa)  
Alternate: Ms. Laura JOYCE
- Mr. Nico SCHRIJVER .....(Netherlands)  
Represented by: Ms. Mariana NOTEBOOM
- Mr. SHA Zukang ..... (China)  
Alternate: Mr. YANG Xiaokun
- Mr. Leonid A. SKOTNIKOV.....(Russian Federation)  
Represented by: Mr. Anatoly KHUDYAKOV
- Mr. Ernst SUCHARIPA .....(Austria)

**Ex Officio:**

- Mr. Marcel A. BOISARD, Executive Director, UNITAR
- Mr. Bertrand JUPPIN DE FONDAUMIERE, Director of Administration, UNOG,  
representing the Secretary-General of the United Nations  
Alternate: Ms. Kumiko MATSUURA-MUELLER, Chief, Financial resources  
Management Service

**Secretary of the Board:**

- Ms. Nassrine AZIMI

3. Under **Agenda Item 1 (Adoption of the Agenda)**, **Item 2 (Introduction of New Trustees)** and **Item 3 (Arrangement of the Work of the Session)** the Chairman, Chief Arthur Mbanefo, welcomed the Trustees, and confirmed the renewal of a second term mandate for six among them, namely, H.E. Ms. Agnes Y. Aggrey-Orleans (Ghana), H.E. Professor Rasha Al-Sabah (Kuwait), H.E. Mr. Anders Bjurner (Sweden), H.E. Mr. Yuji Ikeda (Japan), H.E. Dr. Ernst Sucharipa (Austria) and himself (Nigeria). The Chairman also welcomed one new Trustee, Ambassador Jean-Marc Boulgaris (Switzerland). The Board adopted its agenda and working arrangements for the session.
4. **Agenda Item 4 (Oral Presentations of Selected Programmes)**. Following the practice established over the last few years, UNITAR staff presented five selected on-going programmes to the Board:

- **UNITAR New York Office**

The presentation by the new Chief of UNITAR's New York Office, Mr. Lorne Jaques, provided an overview of its main activities, especially in the areas of International Affairs Management and Multilateral Diplomacy (core United Nations programmes and specialized courses), policy awareness and information technologies as well as the Ambassador's Club. The Board was informed of the directions for the short-term future of the Office, such as (1) establishing a functional data-base oriented website that will allow participants to register online, improve course management and make record keeping/ reporting more efficient, (2) developing an improved approach to evaluation and (3) enhancements to training. The Board was also informed about programming expansion in 2003-2004 in the fields of Energy (natural gas, small-scale distributed power production, local assessment model and anthropology of energy), Treaty Law (organization of externally funded regional courses) and others (United Nations Summer Institute with Columbia University and E-Democracy). The presentation concluded with the three major challenges for the future: (1) sustainability and revenue generation, (2) rent issue and facilities, and (3) research/evaluation/follow-up and training innovations.

The Board expressed much interest in the Office's activities. Trustees asked for clarification with regard to the programming expansion in the area of Energy and the issue of Revenue.

- **UNAIDS/UNITAR AIDS Competence Programme**

The Coordinator Dr. Jean-Louis Lamboray and his colleague Mr. Geoff Parcell (seconded to UNITAR by British Petroleum as a knowledge management expert) presented the Programme and explained that the aims of the joint project were to develop people's capacity to respond to AIDS by collectively sharing approaches and lessons learned with other countries. An overall approach has been developed including facilitation, self-assessment, connecting people, networking on e-workspace and building knowledge assets. A yellow pages type system (People

Connector) has been constructed to allow people to connect with others having the skills and experience required. An AIDS competence tool for self-assessment is already in use in several regions of Thailand while a system for comparing results is also being developed.

Target groups include: any group (whether a community or an organization) that wants to assess its competence in responding to HIV/AIDS: local neighbourhoods, young people, businesses, health workers, church and government leaders; any partnership, whether local, regional, national or global, that wants to assess its competence in responding to HIV/AIDS: a sub-district, a city, a national partnership forum.

It was explained that the next steps would include working with in-country partner organizations dedicated to learning from action. The AIDS Competence Team will focus on: facilitation of learning from actions; self-assessment of Aids Competence; and support exchange within and between countries.

The Board expressed satisfaction with both the original structure of the Programme and the fruitful interagency cooperation this implied, as well as its overall objectives and methodologies.

- **Chemical and Waste Management Training Programme**

The presentation by Mr. Craig Boljkovac of the Programme on Training and Capacity Building in Chemicals and Waste Management focused on two main areas – the work UNITAR has undertaken to assist countries in the development of National Chemicals Management Profiles; and, capacity building assistance for countries regarding the new Globally Harmonised System for Classification and Labelling of Chemicals. Both of these areas of work can assist countries to meet international commitments and national priorities in the field of sound chemicals management.

The presentation also focused on the nature of partnerships in UNITAR's work in this field. As a "niche player" in the field of chemicals management, UNITAR stresses the cooperative approach in everything it does, especially with regard to its work with other international organizations in the field with responsibilities for chemicals management. This approach is also reflected in one of the key principles of the programme that countries take a multi-stakeholder approach to addressing these issues. Future directions for the programme include: further work in the area of fostering strengthened sustainability with countries receiving training, exploring electronic means for training and capacity building assistance, and a greater emphasis on assisting countries who wish to meet obligations consistent with international agreements.

The Trustees were interested to learn about the networking aspects of the Programme (including with the private sector), the methodologies used for

national profiles, and future directions. The Board commended and expressed its satisfaction with the progress of the programme.

- **Environmental Law Programme**

The presentation by Ms. Mary Sancy, Senior Coordinator of the Environmental Law Programme (ELP) focused on its three main components: the correspondence courses, the regional workshops and the national capacity-building workshops.

A description of the profile of course participants was given – mainly consisting of government officials, university lecturers and judges. The Board was also informed about the progress of Phase I of the courses in English and French, the increasing number of course participants, the new translation of the series into Spanish, as well the possible future versions in Chinese and Russian. An increasing number of universities have signed partnership agreements with UNITAR and the prospects for commercializing the course material are improving. Regional workshops have been conducted in different parts of the world (Indian Ocean, North Africa, West Africa) and have been very successful. In order to be more practical in the future, the workshops will continue to be organized on a specific topic, such as coastal zone management and marine biodiversity, instead of broad general themes. The national capacity-building programmes have been concluded by the adoption of a recommendation related to the topic of the workshop. For example, the “Senegalese Charter for Sustainable Tourism” was adopted by the Senegalese Ministry of Tourism.

The Board raised the question of how UNITAR ensures the follow-up of the participants after the workshops. In this respect, ELP encourages the establishment of a network between the participants of the different seminars in order to exchange information, experience and practices. The Board equally expressed an interest in the development of specific training programmes for judges. In conclusion, the Trustees commended the successful developments of the programme.

- **Special Needs of Women and Children in Conflict Situations**

The presentation by Mr. Martin Bohnstedt of UNITAR's "Training Programme for Civilian Personnel of United Nations Peacekeeping Operations on the Special Needs of Women and Children in Conflict" described why there is a need for peacekeepers to be sensitive towards gender aspects and child protection issues, how that need had been recognized and emphasized by the Security Council in its landmark Resolution 1325 (2000), and how UNITAR had joined forces with the United Nations Department of Peacekeeping Operations to address this situation through training. It then explained that UNITAR organizes short, intensive, highly participatory training seminars each year to answer this need, in the mission area of peacekeeping operations, and for a wide variety of civilian peacekeeping staff. Finally, a list of peacekeeping operations already trained (UNMIBH, UNMEE and

MONUC) and a list of missions due to benefit from training in the next half year (UNMIK, UNMISSET) was presented.

The Trustees' questions focused on the exact nature and intensity of the cooperation as well as the division of labour between UNITAR and other parts of the United Nations system (in particular DPKO) within the framework of this programme. The Trustees also commended UNITAR for the timeliness and importance of this initiative and called upon the Institute to explore possibilities of offering similar training to other target groups (military staff, aid workers, community leaders) and in areas where no peacekeeping operation is present.

5. With regard to another development, namely the establishment of the **UNITAR Hiroshima Office for Asia and the Pacific**, the Board was informed of the successful completion of the pilot phase, the positive evaluation of that phase by the partners, the approval of funding by the Hiroshima Prefectural Assembly, and the decision for the official opening of the Office in July 2003. The Board was also briefed about the thrust and direction of the curriculum for the first year of operations. The Trustees expressed satisfaction with the excellent results of the preparatory work undertaken thus far, and wished full success for the opening of the Office and the consolidation and expansion of its activities in the Asia-Pacific region in the years ahead.
6. The Board was briefed on each of the remaining UNITAR programmes by the Executive Director.
7. Under **Agenda Item 5, (Programme Budget for 2003)**, the Executive Director presented the Trustees with the details of the budget status, based on the "Programme Budget of the Institute for 2003" as submitted to the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on 14 March 2003.
8. A lengthy discussion took place regarding the budget presentation both for the General Fund and the Special Purpose Grant accounts. The relatively high level of carry-over (US\$ 662,756 for the General Fund and US\$ 5,164,522 for the Special Purpose Grants) gives rise to certain problems. Though the financial situation of the UNITAR General Fund remains weak and vulnerable, it hardly appears so upon reading the budget. This trend could also be misinterpreted as a poor management of the programmes for example, and may have a negative effect on fund-raising efforts and on the donors' ability to justify contributions to UNITAR. The Japanese Government, to cite but one example, is having difficulties maintaining its contribution to the General Fund due to the large positive balance appearing in the accounts.
9. It was decided that the budget document, while remaining consistent with United Nations rules and practices, would be made more informative in the coming years, so as to detail the statutory liabilities and compulsory reserve funds incumbent upon UNITAR. As regards the budget for the General Fund, concerns were expressed about the estimates of income, both for voluntary contributions and programme support costs -- to some Trustees the

figures seem too optimistic. The UNITAR Administrative and Finance Officer expressed confidence that the estimates were realistic and would be met and suggested that a mid-year monitoring be carried out in July 2003 and a progress report submitted to the Trustees. As of next year two distinct documents dealing with the budget will be prepared: (1) a programme budget to be submitted to the Board after review by ACABQ, and (2) a separate text of narratives for each programme cluster.

10. Under **Agenda Item 6, (Financial Report for the Period Ended 31 December 2002)** The Board took note of the Unaudited Financial Statements of UNITAR for the twelve-month period of the biennium 2002-2003 ending 31 December 2002. In considering the situation of the General Fund and the SPGs, the Board reiterated its concerns raised during budget discussions, in particular regarding the levels of carry-over and the need to find a more appropriate formulation and language to clarify the purposes for which these reserves are earmarked.
11. Under **Agenda Item 7, (Possible Diminution of Activities Funded through the General Fund)**, the Board expressed its general opposition to any reduction of these activities. The Trustees considered that UNITAR's training programmes for diplomats answered a very real need, in particular for diplomats from developing countries. The Board also felt that these courses were recognized for their high quality and fulfilled the function of visiting card of the Institute. It was suggested that since the programmes rendered a concrete service to the Organization, there could be ways to seek funding for them through the United Nations regular budget. Also, the Board considered with interest the proposal of the Federal Minister for Foreign Affairs of Austria to study the possibility of supporting concrete UNITAR training projects with special relevance to Vienna. The Board requested the Executive Director to express its gratitude to the Minister and to pursue the offer with the Austrian authorities.
12. Under **Agenda Item 8, (Fund-Raising Strategy)**, the Chairman of the Fundraising Committee, Ambassador Kessedjian, introduced the topic. He noted the important background research and data gathering work that had already been undertaken by UNITAR. He felt that while initial results of fundraising actions were encouraging, they fell short of expectations. He indicated however that the fundraising endeavor should be considered a long term one, and that he and his colleagues of the Committee were prepared to continue. For immediate future action, the Committee would consider a follow-up with permanent missions in Geneva on documents already sent out in early March 2003, and through personal contacts between the Permanent Representatives, the Trustees and the Executive Director.
13. The Board was also pleased to learn from the Trustee from the United States his willingness to assist UNITAR in approaching various foundations and other sources of funding in the US. The Board felt this to be a significant development for UNITAR and the Chief of the New York Office was asked to assist in these efforts. Furthermore, the Board encouraged the Executive Director to consider mounting, in due time, an exhibition on UNITAR in New York, for example during the session of the General Assembly in order to focus attention on the breadth and scope of the work of UNITAR in the furtherance of the

purposes of the United Nations. The Board thanked the members of the Fund-raising Committee for their commitment and encouraged the continuation of their work.

14. Under **Agenda Item 9 (Rent and Maintenance Costs)**, the Executive Director informed the Board that following resolution 57/292 of the General Assembly and intense negotiations with the United Nations Secretariat, a solution had finally been found to resolve this long-standing problem. First, the United Nations, accepting the fact that UNITAR was undertaking training activities for the benefit of Member States (that the United Nations would otherwise have to pay for), was willing to cover all of UNITAR's rental and maintenance costs and other services (i.e. messenger, security, shuttle, etc) in Geneva and New York. Secondly, with regard to the total accumulated arrears, the United Nations Secretariat would find it extremely difficult to propose a full write-off of those dues to the Fifth Committee and thus recommended that UNITAR refund these arrears, by installments, over a period of five to six years. The agreement would enter into force for the 2004-05 biennium. The Board welcomed this breakthrough in the negotiations and agreed in principle to the terms of the proposal. The Board did emphasize, however, that this solution did not imply a cap on the spatial expansion of UNITAR, considering that office space, in the Geneva and New York premises of the Institute, was already extremely tight.
15. The Trustees were unanimously pleased with these developments and the concrete indication of the appreciation by the United Nations of the work done by UNITAR. The Board authorized the Executive Director to finalize negotiations on this matter with the United Nations Secretariat and expressed its hope that the Fifth Committee and the General Assembly would deal with the issue conclusively.
16. Under **Agenda Item 10, (Personnel Policy)**, the Executive Director informed the Board that many of the pending measures requested by the Board at earlier sessions had been resolved, notably: the Personnel Guidelines governing UNITAR staff policy which were accepted at the Board's last session had been submitted for review to the Office of Legal Affairs of the UN, approved and were being implemented, a Joint Staff Committee had been established, the four pending cases for promotion had been resolved and the Chief of the New York Office had been recruited. At its next session, the Board has yet to appoint three of its members to the General Review Board, as per the requirements of the Personnel Guidelines.
17. Under **Agenda Item 11, (Creation of a Post of Deputy Executive Director)**, Trustees were in general opposed to the idea of creating a post of Deputy Executive Director. Some were concerned about the financial implications of such a move, while others felt that creating another layer of authority would only jeopardize the current direct line of communications between programme coordinators and the Executive Director, an arrangement which was clearly one of the strengths of the Institute. The Trustees felt that were funds to be made available, the creation of the post of a Special Assistant to the Executive Director would be a far more appropriate measure, both less intrusive and less expensive.



18. Under **Agenda Item 12, (Follow-up to General Assembly Resolutions 57/268 and 57/292)**, the Board took note of the appreciation by the Member States of UNITAR's activities and their relevance. Regarding resolution 57/292, dealing more specifically with the question of rental and maintenance costs, the Board expressed the hope that the matter would be resolved shortly, through the agreement recently reached between the United Nations Secretariat and UNITAR, following the request of the General Assembly.
19. Under **Agenda Item 13, (Follow up on the Conclusions and Recommendations of the Board of Trustees at its fortieth Session)**, the Board was briefed on developments regarding the programme on information and communication technologies as a tool for training and in particular on the e-learning component recently introduced in one of UNITAR's programmes. Also, the Board reaffirmed the need for UNITAR to systematically apply the full 13% overhead against all possible Special Purpose Grants.
20. Under **Agenda Item 14, (Follow up on ACABQ Recommendations)**, the Board took note of the positive review by ACABQ of UNITAR's report.
21. Under **Agenda Item 15, (Follow up on Recommendations of the United Nations Board of Auditors)**, the Board was informed that all recommendations of the Auditors had been or were in the process of being implemented.
22. **Agenda Item 16: (Any Other Business)**, the Board concluded that there was no other business.
23. **Agenda Item 17: (Date and Venue of the next session of the Board)**. The Board will conduct its next meeting the week following the end of the Human Rights Commission in Geneva. The Chairman and the Executive Director, following consultations with the Trustees, will inform of the final dates.
24. **Agenda Item 18: (Adoption of the Conclusions and Recommendations of the Board of Trustees)** The Board adopted the Report of its Forty-first session.